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Department of the Army, Attn: OT-UT,
Washington, DC 20315.

AUTHORITY

USAAVSCOM ltr, 7 Nov 1973

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DEPARTMENT OF THE ARMY
OFFICE OF THE ADJUTANT GENERAL
WASHINGTON, D.C. 20310

IN REPLY REFER TO

AGDA (M) (10 Nov 69) FOR OT UT 693318

8 December 1969

SUBJECT: Operational Report - Lessons Learned, Headquarters, US Army Inventory Control Center, Vietnam, Period Ending 31 July 1969

SEE DISTRIBUTION

AD 863483

1. Subject report is forwarded for review and evaluation in accordance with paragraph 4b, AR 525-15. Evaluations and corrective actions should be reported to ACSFOR OT UT, Operational Reports Branch, within 90 days of receipt of covering letter.
2. Information contained in this report is provided to insure appropriate benefits in the future from lessons learned during current operations and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

Kenneth G. Wickham

KENNETH G. WICKHAM
Major General, USA
The Adjutant General

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JAN 9 1970

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DEPARTMENT OF THE ARMY
HEADQUARTERS, US ARMY INVENTORY CONTROL CENTER, VIETNAM
APO 96384

AVCA ICC-PM-MD

19 August 1969

SUBJECT: Operational Report of U. S. Army Inventory Control Center,
Vietnam for Period Ending 31 July 1969, RCS CSFOR-65 (R-1)

THRU: Commanding General
1st Logistical Command
ATTN: AVCA G0-0
APO 96384

Commanding General
United States Army, Vietnam
ATTN: AVHGC-DST
APO 96375

Commander in Chief
United States Army, Pacific
ATTN: GPOP-OT
APO 96558

TO: Assistant Chief of Staff for Force Development
Department of the Army
Washington, D. C. 20315

1. Section 1. Operations: Significant Activities.

a. During the 92 day reporting period, the United States Army Inventory Control Center, Vietnam (USAICCV) continued to perform its mission with the responsibility for the provision, management and distribution of wholesale Class II, III packaged, IV, VII and IX supplies (less aviation, avionics, medical, crypto and missile) to support forces in Vietnam. During this period a significant change in command and control was made by direction of the Commanding General, 1st Logistical Command. Effective 15 July 1969 the Assistant Chief of Staff for Supply, Headquarters, 1st Logistical Command and the Commanding Officer, USAICCV became separate responsibilities. Prior to this the ACofS, Supply and Commanding Officer, USAICCV positions were merged as one. Under the new concept and with the Commanding Officer now relieved of staff responsibilities, full time can be dedicated to the command and control of the USAICCV. The current organization is shown at Inclosure 1.

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Inclosure

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b. The Return Material Division was established within the Director of Supply Management during March 1969. The Division assumed control of Closed Loop Branch, Stock Excess Branch and the Stop/See Project which were all formerly a part of the Operation Division. Operations during the period 1 May through 31 July 1969 were highlighted by all out command emphasis for the continued movement of excess stocks from the depot systems and in the DSU/GSU units of the command, the establishment of Project See/Move and three re-programming conferences in the Closed Loop System.

(1) In the area of stock excess, over 90,000 shipping directives were issued to supporting depots which resulted in retrograde of 74,483 short tons worth 24.2 million dollars. Additionally, the Stock Excess Branch provided disposition under Project "Thru/Put" to DSU and GSU units for 27,894 lines value at 7.1 million dollars. Project See/Move was established with excess oriented teams in each depot to search out items to be nominated for disposition. In the short period of 18-31 July 1969 - this project identified over 5 million dollars of excess that had otherwise not been nominated from records.

(2) The three items in the Closed Loop area which generated command wide interest during the reported period were the M113A1 APCs, D7E Tractors and M48A. Based on a request from USARV for a substantial increase for input of the M113, APC program, a conference was called at DA level. USARV and USARPAC were asked to participate and the conference resulted in additional input of 240 APCs for FY 69 and approximately 700 for FY 70. In addition to the M113 APCs there were increased assets for the D7E engines and modification of the M48A3 Tank program. Implementation of Phase II was announced for the introduction of the M551 Sheridan Vehicles. A key depot concept was approved and modification teams and new equipment training teams arrived in July from CONUS to insure adequate phasing of these new vehicles.

(3) The Stop/See Project remained active with over 163,000 FSNs blocked to requisition action. During the past 3 months only 5 FSNs were removed from the blocked list. There were six shipments frustrated to Okinawa with a total dollar value of \$118,246.00. These frustrated items represented a few long stock items in addition to the Stop/See items.

c. Lumber: The Requisition Objectives (R/O) for lumber were set at not more than 60 days on the ground. All depot on-hand balances were verified by a physical inventory on 22 June 1969. All dues-out were cancelled on 15 July 1969 and returned to the customer for justification and resubmittal through the USAICCV to USARV G-4 for final approval.

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d. Lumber MIPRs were withheld by 2d Log Command from procurement based on CONUS directives that required holdback of lumber requirements from the market because of price increases. The market became favorable for the purchase of lumber and allied products 10 June 1969, but funding authority was withdrawn by USARPAC on 20 June 1969, forcing 2d Log to return all unfunded MIPRs to 1st Log for funding on 1 July 1969. The action caused an invalidation of approximately 40 percent of the dues-in that required reinstatement and funding by 1st Log to meet RVN lumber and plywood requirements. Lumber and plywood stockage became critical at all 1st Log Depots in the Republic of Vietnam on 15 May 1969. Shortages developed in 1x, 2x, 4x and all plywoods. Depot stocks-on-hand and dues-in were extremely "out of balance" with established dues-out and requisitioning objectives. The shortage of small sized lumber and all plywood was brought to the attention of USARV G-4 and Command Controlled procedures were instituted by USARV and 1st Log Headquarters on 13 June 1969. Lumber MIPRs funded by 1st Log were dispatched to the Portland Procurement Office on 18 July for supply action. Priority designators 02 and 05 were utilized to expedite shipments. Based on order and ship time involved, the get well date on lumber in RVN slipped from 15 August to 15 September 1969.

e. Caterpillar repair parts were required in support of the D7E Tractors used by Engineer Land Clearing Companies in Vietnam. Many of the repair parts were on order through the normal supply system, but had extended CONUS delivery dates and were not readily available to remove the equipment from deadline. On 20 June 1969 a meeting was held by the Chief of Staff (1st Log) and representatives from ACofS Maintenance, ACofS Supply, USAICCV and the Saigon Procurement Agency. It was determined at this meeting to utilize the Buy United States Here (BUSH) Contract as a parallel source of supply to meet Red Ball and critical repair parts problems.

(1) Purchase Requests and Commitment (PRC) Forms took approximately 30 to 45 days to prepare, approve, fund and transmit to the Saigon Procurement Agency through the normal command routing. This standard procedure was not acceptable in the procurement of BUSH repair parts and a bulk funded PRC for \$15,000 was approved for the initial test of the BUSH supply source. On 21 June the funded \$15,000 PRC was received at the Operations Division, USAICCV (Procurement Branch). The ACofS Maintenance prepared the initial list of 36 line items of Caterpillar repair parts valued at \$5,821.53. A second list of repair parts containing 22 lines, valued at approximately \$5,000 was submitted on 23 June 1969. A third list of repair parts totalling 23 lines valued at \$4,000 was submitted on 27 June for final procurement action. At 1330 hours, 1 July 1969 approximately seven tons of Caterpillar repair parts arrived at Tan Son Nhut, Vietnam to meet procurement requirements. The confirming delivery orders were sent by International Mail and will verify items ordered versus items received. The elapsed time from receipt of requirements to delivery of supplies was eight and a half days. A second bulk funded PRC for \$250,000 was initiated on 1 July 1969. The funding was approved on 28 July 1969 and additional orders were placed against the BUSH Contract. The current status on orders against this PRC follows:

<u>ORDER NO.</u>	<u>NUMBER OF LINES</u>	<u>COST</u>	<u>DATE FORWARDED</u>
1	57	\$6,000	14 July 1969
2	17	\$4,000	16 July 1969
3	9	\$1,532.62	1 Aug 1969

(2) Observation: Repair Part listings received from ACofS Maintenance require a screening by the responsible item manager. If on-hand assets are at zero balance and dues-in indicate extended delivery dates, procurement to meet deadline requirements is approved for BUSH supply action. If suitable quantities are on-hand in depot stocks, USAICCV release orders from depot stocks are cut for direct shipment to the customer and the item is deleted from the BUSH procurement list.

(3) The initial procurement of repair parts through the BUSH contractor looks promising and continued use of this supply source to meet urgent deadlined equipment requirements is necessary. Although Red Ball supply action is effective, it has been noted that in the Caterpillar repair parts field the source of supply is in Singapore and more responsive to our needs. The conversion of part numbers to valid FSNs by the contractor is necessary to facilitate supply actions. Initial BUSH testing indicated that when part numbers and corresponding FSNs were utilized on procurement listings, identification and availability of the item was simplified. At present, part numbers must be researched by the USAICCV Cataloging Division and converted to FSNs, thereby causing slight procurement delays.

f. The IBM 360/50 computer system was installed at the USAICCV during the period 29 April 1969 through 20 May 1969. On 21 May 1969, this third generation computer was deemed to have been installed by the IBM Customer Engineer and thus, was given to the government for production and the beginning of the 30 day acceptance testing. Production scheduling was initiated immediately, indicating the overdue necessity for additional hardware to support the ICCV.

(1) With the installation of the new computer there was an immediate need for additional trained operators. This requirement became exaggerated as the operators had to know the 360/50 hardware as well as the 7010 operating system, as the 360/50 is to be used with the 7010 emulator. Prior planning by sending six 7010 operators to Sattahip, Thailand (501st Field Depot) alleviated the immediate problem to a large degree. These six personnel became the instructor nucleus for further on-site training, and continue to train newly arrived personnel. It has proven, therefore, to be mandatory for off-site "hands on" training prior to installation of new generation equipment.

(2) During the reporting period, the computer room has had an average temperature range of 80-85 degrees. This heat problem lead to some machine failures. The heat problem was caused by the installation of the new 360/50 computer and no subsequent addition to the air conditioning system. As of the end of the reporting period, the shortage of air conditioning had become a Command interest problem and steps are being taken to alleviate this problem.

g. On 26 June 1969, the Catalog Division initiated a program to establish three additional PA&E Non-Standard Libraries containing all of the same commercial catalogs new in the library located at the Long Binh Depot. The PA&E Non-Standard Library was formerly located in Saigon, but has recently been moved to Long Binh Depot. The Library consists of approximately 1,200 commercial catalogs which will be requested from the appropriate manufacturer in three copies each. The three additional libraries located at the United States Army Inventory Control Center, Vietnam, the Cam Ranh Bay Depot, and the Qui Nhon Depot will enable more expeditious processing of non-standard requisitions. As of 31 July 384 commercial catalogs have been requested of which 26 have been received and are being readied for distribution to the depots.

h. From 1 May 69 to 31 July 69, a total of 24 Recordaks (microfilm readers) were released to units. Support Operations personnel made several in-country trips to units to evaluate the condition of readers and to conduct classes in the proper operation and servicing of the Recordak. Action has been initiated for the procurement of 66 new readers to satisfy requirements within the Theater. Of the 66 readers being requested, 21 are for DS/GS units of the ROK Forces Vietnam.

i. The Integrated Communication System (ICS) presently being installed in Vietnam is composed of 15 systems located at 150 sites. Support List Allowance Card (SLAC) Decks, are being processed to support this equipment once it is operational. The Catalog Division is scheduled to receive 651 SLAC decks containing 88,000 line items for screening against the ABF. Many of these items will require the preparation of basic records for the addition of the item to the USAICCV's ABF. As of 31 July, 191 SLAC decks, composed of approximately 16,271 line items had been received and were being processed.

j. The following training was conducted by the Training Division, USAICCV.

(1) 15-31 May 3SVN operations were taught to twenty (2) USAICCV item managers.

(2) 12-16 May five (5) persons attended a fourty four (44) hour course at 2d Logistical Command, Okinawa.

(3) 9-20 June 3SVN operations were taught to forty (40) USAICCV item managers.

(4) 23-28 June 3SVN operations were taught to twenty five (25) people at US Army Depot Long Binh.

(5) 1-5 July 3SVN operations were taught to twenty nine (29) people at US Army Depot Cam Ranh Bay.

(6) 8-12 July 3SVN operations were taught to thirty (30) people at US Army Depot Qui Nhon.

(7) 21 July a 3SVN instructor course was started for the USAICCV. Class attendees are fifteen (15) hand picked personnel from various operations of the USAICCV.

k. Locator Transaction Edit Program. Director, Depot Operations requested a program to validate locator addition and deletion transactions to insure that invalid FSNs are not added to the Locator Service Tape. USAD Long Binh reported thousands of materiel release orders (MROs) printed each month with no location, causing considerable delay in processing by storage and stock control personnel, and recommended system changes to validate location transactions against the ABF. A locator edit program was developed by USAD Cam Ranh Bay. The program is designed to insure that the Locator Service File and the ABF maintain compatible records for corresponding FSNs. This is accomplished by editing the sorted locator transactions against the Locator Service File and the ABF. The Locator Transactions Edit program satisfies the request for system changes submitted by both Director, Depot Operations and USAD Long Binh. By insuring compatible Locator Service File and ABF records, this program will expedite significantly the processing of MROs, reduce manual efforts spent in researching MROs without locations, and minimize warehouse denials of MROs due to no locations. The standard 3S library does not contain a comparable program that insures compatibility between the Locator Service File and the ABF on a current basis.

l. 3SVN Inventory Program. USARPAC developed a 3SVN inventory program and it was tested under simulated working conditions at USAD Qui Nhon during month of July 1969. Results of the test show that various conditions are not provided for by the USARPAC program. As a result, significant error conditions can arise which will affect the accuracy of the inventory-as record on the ABF files. Presently, the program is reviewed and re-evaluated by USARPAC.

m. Visibility of USAD Da Nang ABF. USAD Da Nang has been tasked with developing a 1005 computer program to provide visibility of the DNG ABF, stratified by materiel category and dollar value. Purpose of this visibility is to provide immediate and current intelligence to CO, 1st Log Command on assets availability and/or excesses.

n. USARV Supply Policy and Procedures Conference. Conference was conducted at USARPAC 14-25 July 1969, with representatives from 1st Logistical Command and Hq, USARV in attendance. The conference set forth the broad plan for centralized control of 3S System, 1st Logistical Command. The plan envisions the system analysis, design and programming changes to the basic 3S processing techniques being accomplished by the USARPAC Central Design Agency. These changes would involve DA, USARPAC, USARV, and 1st Logistical Command regulation changes, improvement to the overall system and in-country changes requiring interface with other 3S commands. Local supply and financial sub-systems are developed and implemented by the Systems Division based on requirements received within the command. The Systems office, Director of Plans and Management will receive from 1st Log Comd staff and subordinate commands requests for systems changes. These requests will be evaluated by the Systems Division. If review of the request indicate that a recommended change should be adopted, it will either be forwarded to USARPAC CDA for action or developed in-country, dependent upon the type of change.

e. During the period 1-19 July 1969 the U. S. Army Inventory Control Center, Vietnam underwent a manpower survey. The survey was conducted under the auspices of Headquarters, U. S. Army Pacific. The final results of the survey recommended an increase of 8 spaces over the current authorization of 667 spaces. These recommended spaces include 75 Officers, 5 Warrant Officers, 258 Enlisted, 249 U. S. Civilians and 88 Indigenous personnel. An MTDA will be submitted to reflect the final spaces as approved by the Commander-in-chief, United States Army Pacific.

2. Section II, Lessors Learne': Commanders Observations, Evaluations, and Recommendations.

a. DAC Personnel.

(1) Strength Status.

(a) Observation: Strength authorization under TDA P5 W2ZYAA01 dated 18 December 1968 is 184 Department of the Army Civilians. As of 31 July 1969 the strength was 162 Department of the Army Civilians, 104 Local Nationals and 17 TDY DAC's who are scheduled to depart during the month of August.

(b) The current shortage of 4 Computer Systems Analysts in the Directorate of Data Processing imposes a heavy work load on the personnel presently assigned to that Directorate. In addition 75% of the DACs presently assigned in key positions will depart by 31 Dec 1969.

(c) Recommendations: That continued emphasis be placed on the recruitment of qualified programmers and Computer System Analysts.

b. Operations: Closed Loop Support Programming:

(1) Observation: Several items managed by the Closed Loop Support concept did not fully meet our requirements. Most notable among this group were D7E Engines, M113A1 Armored Personnel Carriers and 6,000 lbs RT Forklifts.

(2) Evaluation: Research into this program revealed a common problem of inadequate programming preparation. The inability to collect, analyze and evaluate essential data from the field resulted in inadequate trends and unrealistic projections of requirements. The national rebuild, procurement and scheduled input program were based on incomplete and inaccurate projections of units requirements.

(3) Recommendations: Extensive and continuing studies must be accomplished at all levels. The interplay of the following elements of information must be perpetually examined and analyzed for trends which impact on CL programs:

- (a) Authorizations:
- (b) On Hand Balance
- (c) Deadline Rates
- (d) Time Between Overhaul
- (e) Usage Rates
- (f) Combat and Maintenance Losses
- (g) Receipt and Retrograde
- (h) Maintenance Float and Depot Stock Levels
- (i) Distribution Pattern
- (j) Change to TO&E and TDA
- (k) Changes in Standardization Status
- (l) Increase or Decrease in Using Units

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- c. Training. None
- d. Intelligence. None
- e. Logistics. None
- f. Organization.

(1) Requirement for a Return Material Division.

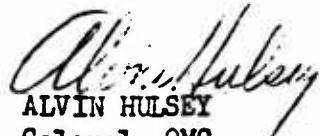
(a) Observation: The current TDA for the Director Supply Management, ICCV does not recognize the requirement for a Return Material Division; however, the need for the organization was approved by the USARPAC Manpower Survey Team during July 1969.

(b) Evaluation: With emphasis from Department of the Army level down for the evacuation and redistributions of excess from RVN and the continued expansion of the Closed Loop Support the need for an organizational element within the ICCV is essential to provide continuity in these programs.

(c) Recommendations: That a Return Material Division or similar organizational element be recognized as a continuing need within an Inventory Control Center TDA or TO&E.

- g. Other. None

1 Incl
Organizational Chart


ALVIN HULSEY
Colonel, QMC
Commanding

AVCA GO-MH (19 Aug 69) 1st Ind

SUBJECT: Operational Report - Lessons Learned of the US Army Inventory
Control Center, Vietnam for Period Ending 31 July 1969 RCS CSFOR-65. (U)

DA, Headquarters, 1st Logistical Command, APO 96384 24 SEP 1969

TO: Commanding General, United States Army, Vietnam, ATTN: AVHGC-DST,
APO 96375.

1. The Operational Report - Lessons Learned submitted by Headquarters, US
Army Inventory Control Center, Vietnam for the quarterly period ending
31 July 1969 is forwarded.

2. Pertinent comments follow:

a. Reference item concerning DAC Personnel Strength Status, page 7,
paragraph a (1). Because of the USARV imposed DAC employment ceiling,
USAICCV was reduced to 143 authorized DAC positions effective 1 September
1969. Authorized spaces have been identified and the new authorization
will be reflected upon submission of the MTDA for USAICCV. The four
Computer Systems Analysts are within the priority authorizations for
USAICCV with position priorities of 8, 14, 22 and 33. Standard Forms
52 (SF 52) have been received by Saigon Area Civilian Personnel Office,
and, although the positions are not committed, active recruitment continues.

b. Reference item concerning Closed Loop Support Programming, page 8,
paragraph b. Concur. Due to the nature of the CLSP, continuing examina-
tion and analysis of trends is necessary to enable the program to function
properly. Recommendations have been implemented by the USAICCV and prob-
lem areas cited in paragraph 2 b (1) have been reduced signific ntly.

3. Concur with the basic report as modified by this indorsement.

FOR THE COMMANDER:

TEL: LBN 4839

W. K. Kelsey, INF.
LANNY K. KELSEY
1Lt, AGC
Asst Adjutant General

CF:
USAICCV

AVHGC-DST (19 Aug 69) 2d Ind

SUBJECT: Operational Report of U. S. Army Inventory Control Center,
Vietnam for Period Ending 31 July 1969, RCS CSFOR-65 (R-1)

HEADQUARTERS, UNITED STATES ARMY, VIETNAM, APO San Francisco 96375 9 00 1869

TO: Commander in Chief, United States Army, Pacific, ATTN: GPOP-DT,
APO 96558

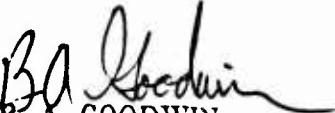
1. This headquarters has reviewed the Operational Report-Lessons Learned
for the quarterly period ending 31 July 1969 from Headquarters, US Army
Inventory Control Center, Vietnam.

2. Comments follow:

a. Reference item concerning "Lumber MIPRs," section I, page 3, para-
graph 1d. The get well date referred to in the last sentence of the para-
graph will probably approach mid-November.

b. Reference item concerning "Requirement for a Return Material
Division," section II, page 9, paragraph 2f(1); concur. The TDA referred
to in the observation is the current organization and authorization of
USAICCV and does not contain provisions for a Return Material Division.
The USARFAC Survey referred to in the observation recognized the require-
ment, however, the survey did not reach final approval until very recently.
The letter of approval was forwarded to Headquarters, 1st Logistical Com-
mand on 26 September 1969 with instructions to prepare and submit a draft
TDA implementing the approved July survey. Due to the lack of available
manpower spaces, it is recommended that current manpower authorizations
be realigned to provide authorization for the Return Material Division.

FOR THE COMMANDER:


B. A. GOODWIN
MAJ, AGC
Assistant Adjutant General

Cy furn:
USAICCV
1st Log Comd

GPOP-DT (19 Aug 69) 3d Ind

SUBJECT: Operational Report of HQ, US Army Inventory Control Center,
Vietnam for Period Ending 31 July 1969, RCS CSFOR-65 (R1)

HQ, US Army, Pacific, APO San Francisco 96558 · 15 OCT 69

TO: Assistant Chief of Staff for Force Development, Department of the
Army, Washington, D. C. 20310

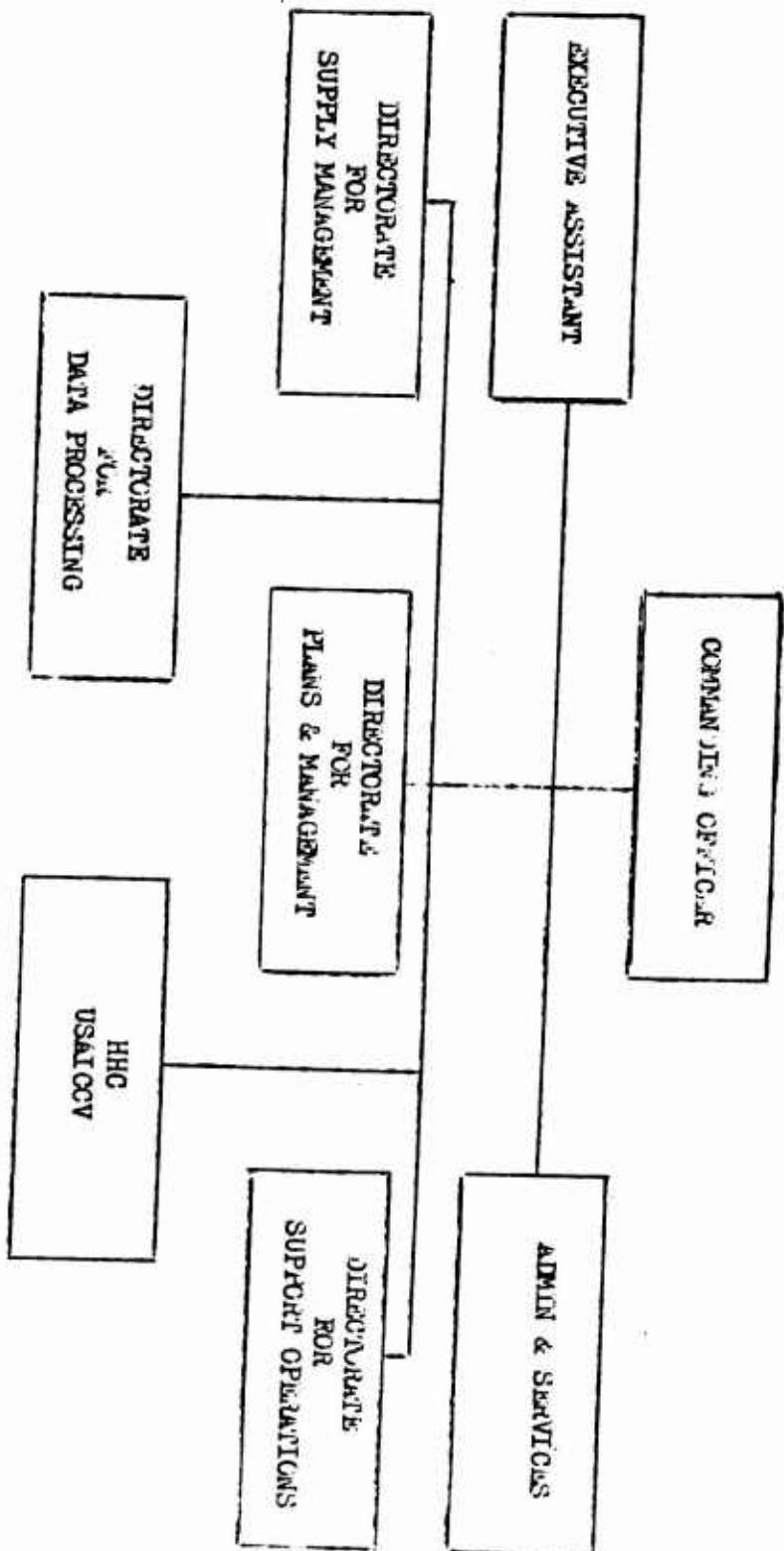
This headquarters concurs in subject report as indorsed.

FOR THE COMMANDER IN CHIEF:



C. L. SHORT
CPT, AGC
Asst AG

U.S. ARMY INVENTORY CONTROL CENTER, VIETNAM
(USAICCV)



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